

HOMELESSNESS HOUSING PLAN BEAR RIVER ASSOCIATION OF GOVERNMENTS



Adopted by BRAG Governing Board January 24, 2006

This homelessness housing plan was written in conjunction with the Bear River Homelessness Coordinating Committee and the 10 Year Plan for the elimination of Chronic Homelessness in the Bear River District.

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Executive Summary

Homelessness is much less common in the Bear River District than it is in other places in the United States or even in Utah. In the U. S. between 700,000 and 800,000 people are homeless on any given night. In Utah, a January 2005 point-in-time count found 2,470 people staying in shelters across the state. Only 30 homeless were counted in the Bear River District in that same time. During the entire year of 2004, 868 homeless were served at various agencies, organizations, and shelters in the district.

Homelessness is described broadly as lacking fixed, regular, and adequate nighttime residence. However, this definition does not account for the duration of homelessness. An analysis of the characteristics of the homeless and near homeless in the Bear River District shows there is not a significant number of chronically homeless. In most cases homelessness is temporary, brought on by an unexpected event in the individual or family's lives. The majority of homeless are victims of domestic violence or those who have recently lost jobs. Some of the homeless are single individuals but a majority of the homeless are families.

The Bear River District has two shelters which are available to homeless victims of domestic violence. Besides a very limited capability in Box Elder County, the District has no other temporary shelters available to the homeless. About the only options available to those without housing is a short stay in a local motel or a bus ticket to another city.

For those at risk of becoming homeless because of very low incomes or the threat of eviction, it is possible to get emergency financial assistance, long term rental subsidies as well as other services to prevent homelessness. However, these services are scattered between several agencies and organizations. Assisted living is available to those with mental health problems. Religious institutions, especially the LDS church, provide significant services to the homeless as well.

The largest gap in services available to the homeless is in "transitional" housing available to those leaving shelters but not yet established in permanent housing. Transitional supportive housing, combined with supportive social services, is critical for those leaving shelters to get reestablished into the community.

THE BASIC GOALS OF THIS PLAN ARE;

- Maintain communities with a variety of housing types to ensure sufficient housing available to those of low and extremely low incomes,
- Enhance services in specific areas of need- namely increased case management,
- Increase access to transitional supportive housing.

THIS PLAN SPECIFICALLY CALLS FOR;

- The adoption of Moderate Income Housing Plans in every community in the region,
- An increase in the availability of Continuum of Care services,
- An increase in housing units available for transitional supportive housing,
- Making transitional supportive housing available to youth aging out of the foster care system.

Section 1

Introduction to Homelessness

The original task of the BRAG Homeless Coordinating Committee (HCC) was to address the national and state goal established by the U.S. Department of Housing and Urban Development to eliminate chronic homelessness within 10 years. The HCC was to specifically address chronic homelessness because across the Nation the chronically homeless population consumes 50% of the resources intended for homeless and yet only make up 10% of the total homeless population. It is believed that if we provide housing and comprehensive human services, ultimately the chronically homeless can stabilize and become less of a burden to the homeless shelter system and the rest of society.

When the BRAG HCC began the discussion on homelessness, the question was asked; is there even a homeless problem in the Bear River District? And on the surface it may appear there is not a homeless problem. However, homelessness tends to be invisible to main stream society. And as those who work with the homeless can tell us: social workers; clergy; police; and teachers, homelessness is indeed a problem in the Bear River District.

To be fair, the homeless problem in the Bear River District is much less significant a problem than it is in other places in the United States. In the U. S. between 700,000 and 800,000 people are homeless on any given night. In Utah, a recent point-in-time count found 2470 people staying in shelters across the state. However, only 30 homeless were counted in the Bear River District. This is an enviable situation to be in for we are in a position where the task is not yet overwhelming. Indeed, with only a relatively minor input of additional services, homelessness in the BRAG region could be reduced to a very low amount.

The purpose of this document is to address the housing side of the chronic homeless issue in coordination with the 10 Year Plan to eliminate Chronic Homeless. However, realizing that the *chronic* homeless population is quite limited we have expanded the document to address the *transitional* homeless as well. Fortunately, the region is in a position to get ahead of the chronic homeless problem by addressing the temporary homeless problem and realizing the goal of ending all homelessness within 10 years.

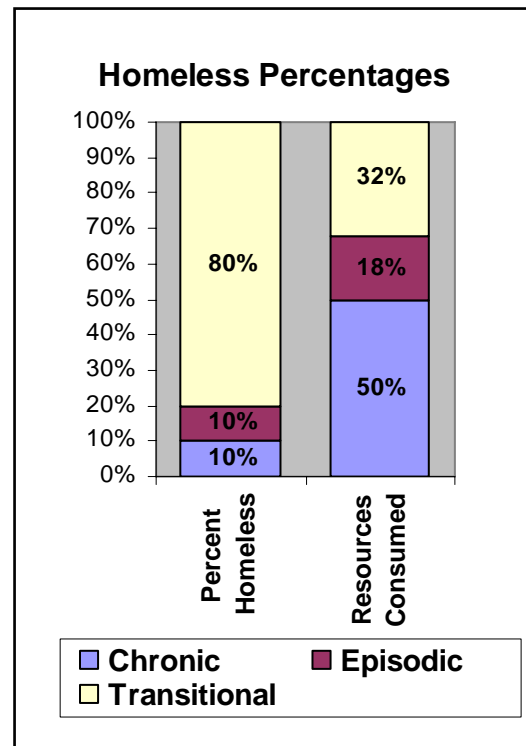


Figure 1 National statistics on homelessness.

What is Homelessness?

Homelessness is described broadly as lacking fixed, regular, and adequate nighttime residence. However, this definition does not account for the duration of homelessness. The U.S. Department of Housing and Urban Development (HUD) has defined three types of homelessness characterized by the

amount of time spent homeless and the amount of resources consumed. As will be discussed further in Section 5, the Bear River District does not have many chronic or episodically homeless. The large majority of homeless persons are only homeless temporarily due to some life changing event.

Chronic Homelessness

The chronically homeless is a single individual with a disabling condition who has been homeless for at least one year or has had four or more episodes of homelessness over a three year period. According to longitudinal research, people who experience chronic homelessness are more likely to have a serious mental illness, sometimes with co-occurring substance abuse, unstable employment histories, and histories of hospitalization and/or incarceration. It is estimated that 10% of the single adult homeless population experiences this persistent homelessness. Because many of these individuals use the shelter system for extended periods of time they have been found to consume 50% of resources intended to support the homeless.

Episodic Homelessness

Episodic homelessness refers to recurrent periods of homelessness. People who experience episodic homelessness are younger and use the shelter system more sporadically than those whose shelter use is chronic, often have substance addictions, leave shelters when they get income or use them seasonally, and are more resistant to services. Research indicates that approximately 10% of the single adult homeless population fits this pattern of homelessness. These individuals use fewer resources than those whose homelessness is chronic, but are still frequent users of the system, staying for extended periods of time and utilizing approximately 30% of the shelter days over the course of a year.

Transitional Homelessness

Transitional homelessness generally refers to a single episode of homelessness that is of relatively short duration. Persons who experience transitional homelessness briefly use homeless resources in times of hardship and do not return. The majority of families and single adults who become homeless over the course of a year fall into this category. In Utah this group makes up 80% of the homeless population and consumes about 32% of the resources

Homelessness in the Bear River District

The Bear River Region does not have a looming homeless problem. There is no visible “skid row” anywhere in the Region. Flippant observers might claim this is due to an inhospitable winter climate or the current implementation of “bus therapy” sending transients to Ogden, Salt Lake City or Pocatello.

A less cynical observer might point out that there is a large supply of relatively affordable housing and one of the highest rental vacancy rates in Utah- some estimates put Logan’s rental vacancy rate at 20% and the owner occupied vacancy rate in Brigham City is around eight percent. Simply put, even the lowest of income can afford housing here. However, there is more to homelessness than people sleeping in the streets and addressing homelessness is far more complicated than simply having a large supply of affordable housing.

Every year in the Bear River District hundreds of individuals and families find themselves temporarily homeless due to unexpected events such as job loss, relocation, extended illness or domestic violence. The majority of the homeless are assisted in the short term by family, local religious institutions or domestic abuse shelters. Unfortunately, this assistance is often short lived potentially forcing the homeless into a compromising situation. The three counties of the Bear River Region lack organized transitional supportive housing where a homeless person or family can live temporarily while they reestablish and look for permanent housing. With the exception of the two domestic violence shelters, there is no other shelter or temporary housing in the entire Bear River District in which to stay.

How Many Homeless Are There in the Bear River District?

In assessing the need for housing for homeless people, information collected from homeless surveys is important. These surveys attempt to assess the scope of the homelessness problem using two different methods. The first survey method is a point-in-time survey designed to count the number of homeless at one point in time, typically one day. The results give us a snapshot of the homeless population and allow some insight into the demographics of that population. The second method is to tally all the homeless served by every organization in the region for an entire year. This gives us an estimate of the amount of services used by the homeless in the region. Unfortunately, neither survey method is entirely accurate though the results are reasonable enough to appropriately assess the housing needs of the region.

The need for temporary housing differs from county to county. It is apparent from the point in time survey conducted in January of 2005 that Rich County has a limited, if non-existent need for homeless housing. In Cache and Box Elder County a total of 13 and 17 homeless persons respectively were identified.

**TABLE 1 *POINT IN TIME* Homelessness Count
January 2005**

County	Individuals	Persons in Families	Totals	Families with Children
Box Elder	5	12	17	4
Cache	4	9	13	3
Rich	0	0	0	0
Totals	9	21	30	7

**TABLE 2 Homeless Subpopulation (% of all homeless in
Bear River District)**

County	Chronically Homeless	Mentally Ill	Substance Abusers	Domestic Abuse Victims
Box Elder	2	0	2	5
Cache	2	2	0	3
Rich	0	0	0	0
Totals	4	2	2	8
Percent	13%	7%	7%	27%

Section 2

Housing Needs of Homeless Persons for Transition into Permanent Housing

Housing needs of the homeless can be grouped into two general categories based on the intensity of support services required to keep them housed. The first group includes those who cannot live on their own without significant daily support. This includes those with mental illness and those with substance abuse and addiction problems. The second group includes those who are capable of living independently with only limited support services. This group includes the low income and victims of domestic abuse, parolees, and youth aging out of foster care.

Support Based Disabilities

Mentally Ill

Mental disorders prevent people from carrying out essential aspects of daily life such as self-care, household management and interpersonal relationships. Homeless people with mental disorders remain homeless for longer periods of time and have less interaction with family and friends. They encounter more barriers to employment, tend to be in poorer physical health, and have more contact with the legal system than homeless people who do not suffer from mental disorder. All people with mental disorders, including those who are homeless, require ongoing access to a full range of treatment and rehabilitation services to lessen the impairment and disruption produced by their condition. However, most persons with mental disorders do not need hospitalization, and even fewer require long-term institutional care.

Housing Needs of the Mentally Ill

- Daily access to mental health care
- Help locating housing
- Affordable housing
- Rent assistance
- Job training

Substance Abuse

The relationship between addiction and homelessness is complex and controversial. Addiction increases the risk becoming homeless. In the absence of appropriate treatment, it is also more difficult to get back into housing. Homeless people often face insurmountable barriers to obtaining health care, including addictive disorder treatment services and recovery supports. The following are among the obstacles to treatment for homeless persons: lack of health insurance; lack of documentation; waiting lists; scheduling difficulties; daily contact requirements; lack of transportation; ineffective treatment methods; lack of supportive services; and cultural insensitivity.

Housing Needs of Substance Abusers

- Access to health care
- Addiction Counseling
- Help locating housing
- Affordable housing
- Rent assistance
- Job training

Limited Support

Low Income Individual and Families

The basic need of low income individuals and families is long term affordable housing. The residents of the Bear River District are fortunate in that regional housing costs are quite reasonable due to a relative abundance of housing. However, despite the low costs, there is still a substantial need for financial assistance due to the regions low wages. Wages in Cache and Rich Counties are among the lowest in Utah. And there is obviously a demand for federally funded rental assistance referred to as the Housing Choice Voucher Program (Section 8), where applicants have waited as long as 18 months to be accepted into the program. The current waiting list is 6 months.

Housing Needs of Low Income

- Affordable housing
- Help locating housing
- Rent assistance
- Employment training

Domestic Violence

The victims of domestic violence are often thrown into a situation of very low income with little opportunities for housing. While temporary shelter is available for up to 30 days, there is a lack of transitional supportive housing that can be used after the shelter housing has expired. The people in this situation have little option but to return to an abusive home or face homelessness. What this group really needs is stable housing for as long as two years, during which time the individual or family can reestablish itself. Services may be needed to help with employment, education, child care, and locating permanent housing.

Housing Needs of Domestic Violence Victims

- Transitional supportive housing
- Parenting and child development services
- Help locating housing
- Rent assistance
- Legal aid services
- Employment training

Persons Released from Incarceration Including Adults on Probation

In 2004, Cache County and Box Elder County had 82 and 81 individuals respectively, discharged from jail and enter the probation system. Those leaving Cache County and Box Elder County jails are faced with a significant task of fitting back into society while at the same time paying restitution for their crimes. On top of paying back victims they are required to take weekly drug and alcohol tests costing \$75 as well as paying a weekly \$35 fee for parole and probations. To add housing to this burden only increases the likelihood of facing homelessness. This population of individuals would benefit greatly from some form of transitional supportive housing, low cost housing, help in locating permanent housing, and counseling for possible addictions.

Housing Needs of Persons Released from Prison

- Transitional supportive housing
- Legal aid services
- Help locating housing
- Education
- Employment training
- Addiction counseling

Youth and Foster Children

Children in foster families are financially supported by the State until turning 18. Upon reaching 18 however, approximately one half of foster youth are turned out by foster families and forced to live independently. While there are financial, educational, and work force services available to these youth, what they lack is housing. Landlords are not likely to rent to this population considering their age, their lack of rental references, and little or no income. These youth need supervised housing which allows the freedom to demonstrate greater independence from their foster families but enough structure to prevent them from getting into serious trouble like drug and alcohol addictions.

Housing Needs of Foster Youth

- Transitional supportive housing
- Educational Support
- Life skills programs
- Employment training

Section 3

Plan and Process of Preparing Persons for Transition into Permanent Housing - A “Housing First” Approach

For a homeless individual or family the transition from homelessness to permanent housing is often a traumatic and unsettling period. Getting or maintaining a job, going to school, finding child care, and accessing healthcare are all extremely difficult if not impossible to do while living on the street or in a shelter. While a temporary shelter may keep homeless off the street for a short time, they are not well designed to help the homeless overcome the obstacles preventing permanent housing. The real problems faced by the homeless- namely domestic violence, low income, high housing costs, little education, mental illness and addictions- are only superficially addressed at local shelters.

To truly help homeless people get back on their feet and become self sufficient, they need to improve earning potential, find childcare, get medical care, etc. To accomplish these tasks the homeless first need a stable place to live. Stable housing creates a safety net which allows a homeless individual or family to assess their situation, get assistance, and get reestablished into the community. Housing is the critical component to self-sufficiency. The most effective solution to homelessness is to provide affordable housing with the supports that make it sustainable, realizing that some cases may require support indefinitely. This concept is known as **Housing First** and has proven successful in communities across the nation.

The BRAG Homelessness Coordinating Committee is endorsing a new program to pick up where shelters leave off. This new approach is designed to assist the homeless with what they really need- **a place to live and the support needed to regain self-sufficiency.**

Housing First

Homelessness is a complex social problem, which does not lend itself to simple solutions. The Homeless Coordinating Committee believe that great strides can be made toward ending homelessness if we start by addressing housing issues, then ensure that there are the resources and supports in place to sustain that housing. While we do not have to end poverty in its entirety to end homelessness, ultimately, our ability to end homelessness rests upon the degree to which we are able to wed the efforts of the homeless service delivery system to those of other mainstream programs and systems of care – programs and systems whose failures have contributed to its growth. Only through linking the

Core Tenants of Housing First

- 1) Prevent homelessness when possible
- 2) Get the homeless into appropriate housing
- 3) Provide wraparound services to promote stability and self-sufficiency

The Case for Housing

Thousands of people who languished on the streets and in shelters for years are now in supportive housing and improving their lives. According to a number of recent studies, people who have moved from the streets into supportive housing have experienced remarkable results, including:

- o Increased housing stability: Once in supportive housing, many studies suggest that upwards of 80% of them remain housed after one year.
- o Positive impacts on health: Studies show decreases of more than 50% in tenants emergency room visits and hospital inpatient days; and decreases in tenants' use of emergency detoxification services by more than 80%.
- o Positive impacts on employment: Studies indicate increases of 50% in earned income and 40% in the rate of participant employment when employment services are provided in supportive housing.
- o Positive impacts on treating mental illness: In one study, 83% of people with mental illness provided with supportive housing remained housed a year later, and experienced a decrease in symptoms of schizophrenia and depression.
- o Reduce or end substance abuse: A recent study of people leaving chemical dependency treatment programs found that 90% of those living in supportive housing remained sober. In comparison, 57% of those living independently remained sober and 56% of those living in a halfway house remained sober.

homeless with services to access and sustain affordable housing will they be able to achieve community integration and economic stability.

The Housing First philosophy supports housing for the homeless along a continuum of housing options, from preventing homelessness to transitional supportive housing, to assisted living. The main goal of Housing First is to get and keep the homeless in permanent housing. The provision of services to help families access and sustain housing include working with the client to identify affordable units, to access housing subsidies, and to negotiate leases. Clients may require assistance to overcome barriers, such as poor tenant history, credit history, and discrimination based on ethnicity, gender, family make-up and income source.

“Housing First” is backed up with significant and coordinated case management. The provision of case management occurs (1) to ensure individuals and families have a source of income through employment and/or public benefits, and to identify service needs before the move into permanent housing; and (2) to work with families after the move into permanent housing to help solve problems that may arise that threaten the clients' tenancy including difficulties sustaining housing or interacting with the landlord and (3) to connect families with community-based services to meet long term support/service needs.

Section 4

Homeless Housing and Service Continuum Description

Individuals and families find themselves homeless for a wide variety of reasons. National studies show the most frequently listed reasons for becoming homeless include job loss, high housing costs, domestic violence, mental illness, and substance abuse. Just as the basic cause of homelessness varies in each case, so too must the support services designed to help the homeless. These services offer a continuum of assistance depending on the needs of the individual or family. The idea behind the continuum is that a homeless or near homeless individual or family can enter the process at any point based on their individual needs thus moving towards permanent housing. Each housing option in the continuum is supported with services and case management. The continuum includes:

- efforts to prevent homelessness
- shelters and temporary housing
- transitional supportive housing
- permanent housing support
- Assisted Living
- Supportive Services

The **Housing First** approach to ending homelessness compliments all five of these housing options with a broad range of supportive services. By first providing housing backed up with comprehensive and coordinated services the homeless are allowed to recover, stabilize and ultimately become independent. Methods for undertaking these five tasks have been demonstrated from across the country. The purpose of this section is to show the many options available to prevent and end homelessness.

Preventing Homelessness

Preventing homeless for those at imminent risk of becoming homeless is the most cost effective and humane solution to homelessness. The most efficient method to preventing homelessness is an adequate supply of affordable housing available to the very low income. Other short-term homeless prevention efforts include subsidized rent and mortgage payments, financial assistance with first months rent and deposits, as well as utilities assistance.

What are other places doing to prevent homelessness?

- Obtaining rental subsidies for use for private market rental units.
- Providing mixed use/mixed income supportive housing. This method incorporates affordable, and/or supportive housing with market rate housing. Mixed use housing often includes commercial uses in the same building. Mixed use/mixed income supportive housing works for individuals and families with a range of abilities and needs. It re-establishes patterns of neighboring, minimizes the isolation of low income people, and reduces the concentration of poverty in housing.
- Adopting inclusionary and incentive zoning. Through these zoning mechanisms, cities create new affordable housing opportunities in mixed-income developments and raises funds from nonresidential developers for development of affordable housing. Inclusionary zoning requires developers of any new or converted residential development with 10 or more units to provide 15% of the base number of units as affordable housing. Incentive zoning requires

non-residential developers of a project requiring a Special Permit that authorizes an increase in the permissible density or intensity of a particular use to mitigate the impact of their development through a contribution to a housing trust fund.

Shelters and Temporary Housing

Shelters are the traditional approach to solving homelessness as they provide for the immediate needs of the homeless. And while this housing plan calls for much more comprehensive approach to reducing homelessness, the shelter system is still a critical piece of the overall plan. Shelters are typically the initial point of contact of the homeless with the homeless care system.

What are other places doing with shelters and temporary housing?

- Creating “wet shelters” for those homeless who are publicly intoxicated. These shelters provide alternatives to jail where the individual may have a better chance to receive health care services such as detoxification and addiction centers. They also keep jail cells open for more serious offenders.
- Increasing outreach efforts to encourage street homeless to enter the shelter system.

Transitional Supportive Housing

Transitional supportive housing is a very important part of the **Housing First** program. Transitional supportive housing is where the homeless get a change to re-establish their lives through the stability and safety that housing provides. Once temporary housing is established councillors can begin work on the other needs of the homeless person or family which need to be filled to permanently put lives together.

What are other places doing with transitional supportive housing?

- Providing subsidized childcare and transportation to help homeless people find and retain employment
- Improving education services to assist homeless children and youths to succeed academically.
- Expanding the availability of before and after school childcare options for homeless and near homeless, school-aged children whose parents are working or participating in services. Possible options include partnerships with faith-based agencies, community childcare, and expansion of Head Start sites.
- Providing young people lacking family support and moving out on their own with necessary financial support, such as funds for basic living allowances, work clothes, tools, computers, school fees, and housing start-up costs such as moving costs, phone deposits, utility deposits, and household furniture.
- Acquiring existing housing to be used for transitional supportive housing.

Permanent Housing Support

Housing costs can overwhelm the budgets of the low and very low income. It is clear that some form of long term or permanent support is necessary to keep them in housing. Whether it be through rent assistance, the creation of low income housing, or subsidized housing, this support is critical to maintaining permanent housing for the once homeless.

What are other places doing with permanent supportive housing?

- Establishing community resource centers that provide access to short and long-term rental assistance.
- Exploring opportunities for increasing property management services to ensure physical maintenance of housing stock.
- Supporting non-profit acquisition and development of multifamily properties: With financial support from the local communities and Federal and State housing funds, local non-profit housing developers can acquire and rehabilitate existing buildings and/or develop new housing
- Encouraging local municipalities to explore the benefits of inclusionary zoning and the creation of incentive programs for developers to build more affordable housing along with other projects.
- Acquiring existing housing to be used for permanent supportive housing following the scattered site model. Scattered-site supportive housing consists of single-family homes, townhouses, duplexes or apartments throughout the community. Providers of scattered-site supportive housing generally work with landlords to either master lease units, or have the tenants themselves lease the unit. Providers go to the tenants to provide supportive services or the services may be located in close proximity to tenants.
- Providing single-site housing units. Single-site supportive housing is typically located in one building or one area. Single-site supportive housing can be as small as a duplex with two units, as large as an apartment building with twenty units, or larger. Supportive services are often made accessible on-site to tenants.

Assisted Living

Assisted living is critical for those who, for mental health or substance abuse reasons, cannot live on their own. This housing is available to individuals who need significant medical and counseling on a daily basis. Some of those in assisted living may improve their situations enough to move into transitional supportive housing or they may stay in assisted living permanently. This housing option is necessary because those with serious mental health problems and addictions are the most threatened with homelessness.

What are other places doing with assisted living?

- Providing clients with long-term housing combined with 24-hour on-site medical services and counseling.

Support Services

Support Services are those services provided by the agencies, organizations, and institutions who work with the homeless. These wrap-around services are the backbone of the **Housing First** program as they create the web of support and assistance which the homeless so desperately need to get into permanent housing. The support services essentially wrap around all aspects of the housing continuum and provide for the needs of the homeless. It is critical that these supportive organizations communicate and work together as much as possible to facilitate services across jurisdictions and reduce bureaucracy headaches for the homeless clients.

What are other places doing with comprehensive services?

- Coordinating housing and services through case management that is well structured, strengths-based and responsive. Develop a more coordinated shelter system including a single point of entry for family shelters.
- Participating in discharge planning for youth aging out of foster care and actively seeking specially designated state and federal funding targeting this group, as well as discharge planning for people leaving mental health residential treatment facilities and correctional settings.
- Hiring housing specialists to secure access to rental housing managed by private landlords.
- Improving information and access to housing and services to those who do not speak English.
- Developing and managing a homeless management information system. Clients cannot be efficiently served and the effectiveness of services cannot be assessed without the collection of meaningful data. The lead entity will help service providers to better coordinate and communicate by linking them to the Homeless Management Information System and work with the Client Tracker User Tracker to help agencies increase their capacity to implement that system. The lead agency will also produce reports that show the aggregate number of people served and the results achieved. These data will help with community-wide planning efforts.
- Enhancing coordination among County agencies and not-for-profit providers in identifying specific subgroups of chronically homeless persons.
- Assembling and providing staff support to an implementation group of city officials, housing experts, members of the philanthropic community, and other community leaders to address homeless issues.

Section 5

Definition and Evaluation of Existing Services and Housing

Section 4 described many different services and housing which could be part of a regional homeless housing plan. The intensity of the services and housing available really falls along a continuum depending on the specific needs of each type of homeless. In this section, we look at the services and housing options which are available to the homeless in the Bear River District. The housing and services are provided by a wide variety of government agencies, non-profit organizations, and religious institutions.

Preventing Homelessness

Emergency Housing Assistance: This program administered by BRAG uses a combination of funding sources to help prevent homelessness due to eviction or foreclosure. Typically this financial assistance occurs during time of crisis such as a layoff, temporary reduction in hours, or sickness. These funds are only available to those who are low income and have the capability of making regular payments once the crisis has ended. Assistance comes in the form of a one-time payment, between \$200 and \$800, to be used for a rental or mortgage payment.

Emergency housing assistance comes from one or more of the following federal and state programs:

- *Community Service Block Grant (CSBG):* Approximately \$224,000 in federal funds comes through the State Office of Community Services. \$200 is the average grant but it can be more or less. Recipients must be at or below the poverty level to receive assistance.
- *Emergency Shelter Grant (ESG):* \$25,000 comes from the U.S. Department of Housing and Urban Development through the State to prevent homelessness rather than to get homeless people off the street. The grant must be matched with money from another grant source at 50%. Recipients must be at or below 125% of the poverty level to receive assistance.
- *Emergency Food and Shelter National Board Program (EFSNB):* \$30,000 of Federal Emergency Management Agency (FEMA) funds come through to BRAG through the Emergency Food and Shelter National Board to be used for emergency rental or mortgage payments. Recipients must be at or below the poverty level to receive assistance.

Qualification: Applicants must meet the programmatic income guidelines. They must also provide evidence showing that after assistance they will have the financial means to continue rent or mortgage payment on their own.

Home Energy Assistance Target (HEAT) Program: This program is offered through the BRAG office and is an annual subsidy which is applied to heating bills during the winter months. Approximately \$744,000 was distributed to 2,480 residents of the Bear River District in 2004.

Qualification: Applicants must meet the programmatic income guidelines.

LDS Bishops: Local units of the LDS church maintain funds to be used for local congregational and community needs. The Bishops can offer financial assistance during times of housing crisis, such as threat of eviction or foreclosure.

Qualification: The use of these funds is at the discretion of the local Bishop.

Moderate Income Housing Plans: In 2005 the Utah Legislature passes S.B. 60 which created the requirement for every community in the state to adopt an affordable housing component into their general plans. This law requires communities to establish goals for identifying and creating an adequate

supply of housing for those whose income is 80% of the county median income. This law also requires each community to make an annual report of the successes in implementing the moderate income housing plan.

Neighborhood Nonprofit Housing Corporation: The NNHC is charged with increasing home ownership for low and moderate income families across the district. Over that last decade they have helped over 100 families build and establish home ownership. These projects include the Meadow View and Shadow Brook subdivisions in Nibley and The North 40 Subdivision in Brigham City. NNHC also helped develop an independent living apartment complex for the disabled called Providence Place. They are currently working in conjunction with Brigham City on the Brigham City Neighborhood Improvement Program to rehabilitate the low and moderate income housing stock in the city.

Shelters and Temporary Housing

Community Abuse Prevention Services Agency (CAPSA): Serving the citizens of Cache County, CAPSA serves as a temporary shelter for female victims of physical and sexual abuse and their children. Typically, the shelter allows a maximum stay of one month during which time the individual is expected to secure permanent housing

Qualification: CAPSA serves any victim of domestic violence who needs a safe place to live.

Your Community in Unity. This shelter, formally known as the YWCA, is a domestic abuse shelter based in Brigham City available to serve the citizens and homeless of Box Elder County. This shelter also houses other homeless from Box Elder County. The shelter allows visitors to stay a maximum of 30 days.

Utah Department of Workforce Services offers services to homeless on a very temporary basis. The department offers vouchers for bus tickets to assist transients to get to their final destination or homeless shelters in Ogden, Salt Lake City, and Pocatello. They also have vouchers for rooms at local hotels for one and possibly two nights. Finally, in conjunction with BRAG Emergency Assistance, the department has one-time rental assistance available for low income individuals and families.

Transitional Supportive Housing

HUD Continuum of Care Domestic Violence Grant (COC) is a grant offered through BRAG which provides financial assistance for housing to domestic violence victims. The grant can be used for rental payments for up to 12 months while awaiting assistance from the HUD Section 8 Housing Choice Voucher Program. Approximately \$40,000 is available annually. The COC program also provides wrap around services to help victims of domestic violence get reestablished on their own.

Bear River Mental Health Services, Inc. provides temporary housing to their mental health patients who are waiting to get into their long-term assisted living.

Qualification: Must be a current patient of the Bear River Mental Health Services, Inc.

Permanent Housing Support

Housing Choice Voucher Program- (also known as Section 8 Rental Assistance): This is a “tenant based” program that assists low income households with rental payments at the location of their

choosing. The program requires 30% of a renter's monthly income to be paid towards monthly rent with the rental subsidy covering the remainder of the rent. The Bear River Housing Authority distributed \$2.2 million worth of vouchers in 2004.

Qualification: Households must be below 50% of the Area Median Income (AMI) to be qualified for a Housing Choice Voucher. Further, the vouchers are given out on a priority basis in the following order:

1. Victims of crisis: usually for domestic violence situations or catastrophic events (fire and serious injuries)
2. Persons with disabilities, elderly, or families who are working to improve their situation (students), or people working a minimum number of hours a week.
3. Families
4. Other individuals

Community Service Block Grant (CSBG): Approximately \$224,000 comes from the Federal Office of Community Services and is administered by BRAG. In addition to the emergency assistance listed in the Homeless Prevention section, this grant can be used for the first months rent or mortgage payment to get people into permanent housing. \$200 is the average grant but it can be more or less.

Qualification: Recipients must be at or below the poverty level to receive assistance.

Utah Housing Finance Agency – Credit to Own Homes (CROWN): This program administered by BRAG offers low income families the possibility of owning a home through a “credit to own” process. The rental homes can be purchased. Currently all CROWN projects are in Tremonton.

Qualification: Recipients must be at or below 50% of the county median income to qualify for the CROWN program.

First Time Home Buyer Assistance Program: This program administered by BRAG is designed to assist first time home buyers with funding for closing costs and down payments. The funding comes in the form of a no-interest loan which is repaid when the home is resold, refinanced, or rented.

Qualification: Recipients must be at or below 80% of the county median income to qualify for the First Time Home Buyers Assistance Program.

Home Choice- Utah Home of Your Own Choice Coalition: Home Choice is a single-family mortgage loan designed to meet the mortgage underwriting needs of people who have disabilities or have family members with disabilities living with them. Home Choice mortgages offer flexibility in the areas of loan-to-value ratios (LTVs), down payment sources, qualifying ratios, and the establishment of credit. This program is run through the Neighborhood Nonprofit Housing Corporation and administered by BRAG in the Bear River District.

Qualification: Recipients of the Home Choice Loan must be at or below 80% of the county median income to qualify.

Neighborhood Nonprofit Housing Corporation is a non profit organization charged with increasing home ownership options for low income and disadvantaged people in the Bear River District.

Habitat for Humanity: This non profit organization is charged with increasing home ownership in the Bear River District. They offer services to assist families build their own homes or buy homes for the cost of materials on a mortgage with no interest. The organization is able to build one home per year.

LDS Bishops: Local units of the LDS church maintain funds to be used for local congregational and community needs. The Bishops can offer financial assistance during times of housing crisis, such as threat of eviction or foreclosure.

Qualification: The use of these funds is at the discretion of the local Bishop.

Assisted Living Housing

Bear River Mental Health Services, Inc.: Provides assisted living housing and mental health counseling to individuals and families across the Bear River District. This agency provides temporary and subsidized housing for about 50 of their patients who have difficulty maintaining housing on their own.

Qualification: Must be a current patient of Bear River Mental Health Services, Inc. to qualify for housing. This housing would not be available to the homeless coming off the street.

Supportive Services

Continuum of Care provides wrap around services to help victims of domestic violence get reestablished on their own. In this program, staff from several local agencies meets in a group setting to assess and discuss the needs of the individual. This way all those involved in the case are aware of the services which are available to the individual. A case manager then follows up with the individual to ensure that services are delivered adequately and sufficiently. Services are provided from many local agencies and service providers including Bear River Mental Health, Bear River Health Department, Department of Workforce Services, LDS Social Services, and any other that might be advantageous to the situation.

Qualification: The COC is currently limited to clients of CAPSA who are at or below 80% of the county median income.

Section 6 Housing Needs

The data used to determine the housing needs of the homeless in the Region were collected in a region wide homeless assessment conducted in 2004. During that time BRAG conducted both a region-wide Point in Time homeless count and a Homeless Served count. The results of both are displayed on page 4 as Table 1 and Table 2, and Figure 2 below. The results of the homeless surveys show that the Bear River Region does indeed have a homeless population and the majorities (70%) of those who are homeless are in families. Many of the homeless families are staying at the domestic violence shelters or are being served by the LDS Church. The point in time survey also revealed that a minor contingent of the homeless are chronically homeless and have substance abuse problems or mental health issues.

Organization	Homeless	Organization	Homeless
CAPSA	238	LDS Employment	25
LDS Bishops (Cache)	127	Food Pantry	24
Your Community in Unity	114	DCFS	24
School Districts	63	Forest Service	15
Workforce Services	49	Bear River Mental Health	12
Bear River Health Dept.	35	NNHC	10
Transient Bishop	30	Sheriff's	6
BRAG	30	Juvenile System	5
Bear River HUD	30	Adult Parole	4
LDS Storehouse	25	Utah State University	2

Figure 2. Total Homeless served in 2004 from all organizations who reported serving the homeless.

Homeless Housing Inventory

This homeless housing inventory is a comprehensive list of those organizations, agencies and institutions which provide services in the Bear River District.

Temporary/ Shelter Housing

Community Abuse Prevention Services Agency (CAPSA)

ADDRESS: Cache County

RENTS: Varies

AVAILABILITY: CAPSA has a total of 30 beds available. Tenants can stay a maximum of 30 days with a possible extension to 60 days. The shelter almost always has beds available.

Bear River Mental Health Services, Inc.

Logan Group Home

ADDRESS: Logan

RENTS: \$10 per day

AVAILABILITY: This housing is available to patients of Bear River Mental Health Services, Inc. It provides transitional supportive housing for mentally ill persons who are waiting to get into more permanent housing. The facility has 12 beds available with the majority full at any give time.

LDS Transient Bishop

ADDRESS: Box Elder, Cache, and Rich County

AVAILABILITY: Significant services available to any individual or family regardless of religious affiliation. Depending on the specific need, financial help and/or shelter can be provided on a one time or on going basis. Housing ranges from a one night hotel voucher to continuous rent assistance.

Your Community in Unity (YCU)

ADDRESS: Box Elder County

AVAILABILITY: YCU has a total of 22 beds. Victims of domestic violence are allowed 30 day stays while homeless are given only 15 days. The shelter almost always has beds available.

Transitional supportive housing

BRAG Continuum of Care (COC)

ADDRESS: 170 North Main, Logan

RENTS: Tenants pay 30% of their income towards rent while the remainder is covered by the COC grant.

AVAILABILITY: There is approximately \$40,000 in the COC program annually which is enough to assist about 12 families per year.

LDS Transient Bishop

ADDRESS: Box Elder, Cache, and Rich County

RENTS: The amount a beneficiary spends on rent depends on each situation and is at the discretion of the Transient Bishop.

AVAILABILITY: Significant services available to any individual or family regardless of religious affiliation. Depending on the specific need, financial and/or shelter can be provided on a one time or on going basis. Housing ranges from a one night hotel voucher to long term rent assistance.

Permanent Supportive Housing

BRAG HUD Rental Vouchers

ADDRESS: 170 N. Main, Logan, UT

RENTS: Beneficiaries are required to put 30% of their income towards rent, the remainder of the rental payment is covered by the grant.

AVAILABILITY: The waiting list is currently 18 months. However, in certain circumstances, such as domestic violence, applicants can be moved to the front of the waiting list reducing the wait significantly.

Bear River Mental Health Services, Inc.- Snowpark Village

ADDRESS: Brigham City

RENTS: Rent based on ability to pay with a maximum rent of \$225 per month

AVAILABILITY: This housing is available to patients of Bear River Mental Health Services, Inc. This apartment complex has 14 single-room units. There are typically 1 or 2 individuals on the waiting list to get into the apartments.

Bear River Mental Health Services, Inc.- Box Elder Commons

ADDRESS: Brigham City

RENTS: Rent based on ability to pay with a maximum rent of \$250 per month

AVAILABILITY: This housing is available to patients of Bear River Mental Health Services, Inc. This apartment complex has 15 single-room units. There is typically 1 or 2 individuals on the waiting list to get into the apartments.

Providence Place

ADDRESS: 234 North 300 West, Providence

RENTS: Rent is typically 30% of adjusted gross income.

AVAILABILITY: There are 22 units available, each with two bedrooms.

Assisted Living Housing

Bear River Mental Health Services, Inc.- Logan Gateway Apartments

ADDRESS: Logan

RENTS: Bed cost \$280/mo for 2 bedroom apartments or \$320/mo for one bedroom apartment.

Rents can be lowered if residents participate in various educational programs.

AVAILABILITY: This housing is available to patients of Bear River Mental Health Services, Inc. The 6-plex apartment can accommodate 10 individuals for a maximum stay of two years. There are typically 1 or 2 individuals on the waiting list to get into the apartments. Residents use this housing while waiting for Rental Vouchers (Section 8) to move into permanent housing.

Process for Finding and Accessing Housing

Accessing housing usually begins with a phone call or personal visit to any number of local government agencies or organizations, such the police Department, Department of Workforce Services, BRAG or a Bishop. Once contact is made, typically the agency or organization can direct the individual or family to the proper place depending on their particular needs.

Intake procedures vary from place to place and situation to situation. In transient and domestic violence cases personal information will be collected by a case worker. The individual or family is then admitted to temporary or shelter housing. In the case of supportive housing, a case worker takes personal information and determines the priority of the situation. The case is then added to the rental assistance waiting list in the appropriate place.

Section 7

Gaps Analysis

It would be fair to say that nearly every program and organization which assists homeless could offer better services if there were more financial resources available. Unfortunately the financial resources dedicated to serve the homeless and near homeless are quite limited. It is not a surprise that service providers are not able to fulfill all the needs for their clients and are even forced to turn away some of those in need. There are also some forms of homelessness which are not even being addressed by the programs and organizations which already exist.

The purpose of this section is to identify the gaps in the regions homeless services within the context of the Housing First approach. To do this we must first look at the effectiveness and adequacy of existing efforts which prevent homelessness, get people re-housed once homeless, and the wraparound services available to those who have been re-housed. Secondly, we must identify the gaps in services which are not yet addressing the needs some of the different homeless groups.

Preventing Homelessness

Emergency Housing Assistance

The BRAG Emergency Rental Assistance program typically serves 700-800 individual and families annually. However, the program turns away about 50 households because they don't meet the qualification standards or because of lack of funds in the program. This program is also not well staffed to meet the case management needs of the families using the program. Beyond financial assistance, they do not provide any other services which are a key element of the Housing First program.

LDS Bishops and other religious institutions

These resources have the potential to be utilized more frequently than they currently are being used.

Low and Moderate Income Housing Plans

Despite the fact that Utah State Law requires them, many communities don't have low and moderate income housing plans and many who do have them often don't implement any of the goals listed in the plans.

Shelters and Temporary Housing

A large gap exists in the region's ability to provide temporary shelter to the homeless. Currently there is very limited temporary shelter for anyone other than victims of domestic violence and patients of Bear River Mental Health Services, Inc. While Your Community In Unity can serve homeless in Box Elder County their main purpose is as a domestic violence shelter. The only other options for temporary shelter is a one or two night stay in a motel or a bus ticket to Ogden, Salt Lake City or Pocatello.

CAPSA

While CAPSA currently has a sufficient supply of housing in their shelter they are not well situated to provide longer term transitional housing or the comprehensive case management called for by the Housing First model. Fortunately the Continuum of Care provided by BRAG does help about 12 families per year find housing and also provide significant case management. However, the COC is not able to help all people who need the help. Other housing options are available through the BRAG Rental Housing Voucher, but there is typically a waiting period to get assistance leaving some residents without housing options.

Bear River Mental Health Service, Inc.

The department does not have the staff or the housing resources to provide services to anyone beyond their own patients.

Transitional Supportive Housing

Continuum of Care

The COC is currently the only source for transitional supportive housing in the Bear River District and it has been reserved for clients of the domestic violence shelter. The COC housing and support could prove valuable for other homeless groups including youth aging out of foster care and those leaving the prison system.

Permanent Supportive Housing

Housing Choice Voucher Program:

The BRAG region has approximately 540 rental subsidy vouchers available in 2005. At any given time there are around 300 additional households on the waiting list for rental assistance. With an annual turnover rate of 20%, households can expect to wait 6 months to a year before a voucher may become available. It is estimated that an additional 175 vouchers would satisfy the current need for rental assistance in the BRAG region.

Supportive Services

Homeless Management Information System

Implement the Homeless Management Information System (HMIS) with information and referral, case management, and benefits screening functionality to collect information about the people who become homeless, improve the effectiveness of service delivery, and understand the relationships between service utilization and client outcomes over time.

BRAG has begun limited use of the National Homeless Management Information System, but only with the Continuum of Care program. The other housing assistance programs collect information about clients using other databases. "Tracker" is used in the by the Emergency Housing Assistance program and "HAPPY" is used in the Section 8 Rental Assistance Program. In either case the information collected is not shared with any other Agency or Organization. While there are privacy issues that must be considered, implementing a State-wide or Nation Wide HMIS would allow case managers better understanding of their clients situation and past service use.

Case Management

Both the Continuum of Care program run by BRAG and the Assisted Living run by Bear River Mental Health Services, Inc. provide good examples of the type of support system combined with housing that needs to be in place to help prevent and eliminate homelessness. However, the case management and housing offered through the COC needs to be expanded to other groups who face homelessness such as those youth aging out of foster care and adult parolees.

Cooperation Between Service Providers

There are many different Federal and State Agencies, Non-profit Organizations, and Religious Institutions which provide a wide array of services to the homeless and low income citizens of the region. Each program has its own set of qualification criteria and application process. Unfortunately for those in need, traversing the maze of service providers can be confusing and time consuming.

Section 8

Needs Assessment

Preventing Homelessness

Emergency Housing Assistance

Increase program funding to increase grant amounts and to prevent year-end shortages.
\$50,000

Shelter and Temporary Housing

Homeless Shelter

Establish a short-term homeless shelter in the Bear River District. \$100,000

Transitional Supportive Housing

Continuum of Care

Broaden the scope of COC to include the youth aging out of foster care and parolees.
Youth Counselor: \$45,000
Case Manager: \$55,000

Establish Transitional Housing

Increase the amount of transitional housing available to those in the COC program.
Purchase and remodel rental housing units for clients of CAPSA and Your Community in Unity.
10 units: \$750,000

Purchase and Remodel rental housing units for Youth aging out of Foster Care
4 units: \$300,000

Purchase and Remodel rental housing units for Parolees
4 units: \$300,000

Funding Source: The Continuum of Care Grant and Community Development Block Grant.

Permanent Housing Support

Housing Choice Voucher Program (Section 8)

Increase funding to the Housing Choice Voucher Program to keep waiting periods under six months.
150 vouchers- \$700,000

Funding Source: U.S. Department of Housing and Urban Development

Homeless Services

Homeless Management Information System

Purchase 6 licenses for the Homeless Management Information System to be run at several locations across the region. \$600

Case Management

Establish new position for more effective case management. This position could fulfill the needs of case management for homeless prevention as well as in the Continuum of Care. This person would also help clients transverse the network of services which are already available making the system more efficient. The position may be more efficient use of funds than increasing the funding levels of the programs. \$50,000

Funding Source: Continuum of Care Grant

Section 9

Plan Implementation

Priorities

1. Support and encourage a region wide implementation of the Homeless Management Information System for those programs for which it is appropriate.
2. Encourage and assist communities with Moderate Income Housing Plans.
3. Increase the current Continuum of Care program to assist more victims of domestic violence and to include youth aging out of foster care and persons with mental illness and addictions.
4. Increase the transitional supportive housing units available, especially to those in the Continuum of Care program.
5. Create additional case management capacity to assure that those in need have access to available services.
6. Create emergency residential treatment options for persons with mental illness and drug addictions as an alternative to incarceration.
7. Provide a list of resources (including treatment and “wrap around” services) for persons who have lost housing and jobs as a result of incarceration.

Milestones

1. Expand the implementation of the Homeless Management Information System beyond BRAG to include at least three other licenses by December 2006.
2. Assist five communities to adopt or amend Moderate Income Housing plans by December 2006.
3. Increase Continuum of Care to serve 10 additional individuals and families involved in domestic violence by December 2006.
4. Increase Continuum of Care to serve target populations other than domestic violence victims by December 2007.
5. Acquire 15 transitional housing units for victims of domestic abuse and 5 transitional housing units for youth aging out of foster care by December 2007.
6. Have adequate case management to handle the needs of homeless and near homeless clients of Department of Workforce Services, Division of Child and Family Services, and BRAG by December 2007.

Performance Measures

Homelessness Prevention

Moderate Income Housing	
A sufficient supply of housing that is affordable to low and moderate incomes is the best way to keep people self sufficient and out of the homeless shelter system. Fortunately, the Bear River District has a significant supply of affordable housing and consequently a relatively low occurrence of homelessness. However, the potential exists for the District's housing market to change, pricing the low income out of the housing market. Recent data suggest housing costs are rising slightly faster than income and housing costs could begin to rise as they have across the Nation.	
Outcomes	Outputs
Increase the amount of affordable housing available to the extremely low income households of the Bear River District.	Support non-profit organizations with CDBG funds to build and renovate housing for the low and moderate income.
Increase the acceptance of moderate income housing plans as part of community general plans.	Assist 5 communities to write or amend their moderate income housing plans.
Increase the implementation of moderate income housing plans as outlined in community general plans.	Increase the points given in CDBG Rating and Ranking based on implementation of moderate income housing plans★.
	Encourage communities to report to BRAG their Moderate Income Housing Plan successes.

★ - Pending recommendation from the BRAG Investment Strategy Council.

Emergency Housing Assistance	
For those who have temporarily lost income, Emergency Housing Assistance often makes the difference between eviction or foreclosure and retaining permanent housing. This program is an important component of the Housing First Program because preventing homelessness is more efficient and far less traumatic than having to support and re-house those who have lost their housing.	
Outcomes	Outputs
Continue to support the Emergency Housing Assistance program run by BRAG in order to prevent homelessness for those threatened with losing their housing.	Provide emergency assistance to 300 households.
	Seize any opportunities presented to increase funding for the Emergency Housing Program.
Increase the knowledge and use of religious institutions for temporary or emergency assistance with rental or mortgage payments.	Refer 15 households to LDS Transient Bishop or other faith based organizations.

Temporary Housing

Temporary Housing	
The Bear River District has a very limited ability to shelter the homeless beyond those facing domestic violence. The district should create temporary housing opportunities beyond a short stay in a motel or bussing to another location.	
Outcomes	Outputs
Create temporary housing for those with mental illness or addiction problems as an alternative to incarceration.	Encourage Bear River Mental Health, Inc. and Bear River District Health Division of Substance Abuse to apply for funding, including CDBG, for the purpose of establishing temporary housing whereby case managers can help clients access resources for treatment and other wrap around services.

Transitional Supportive Housing

Transitional Supportive Housing	
Getting the homeless into the appropriate housing is an important component of the Housing First program. Transitional supportive housing fulfills this housing need by providing stable housing as well as wrap around services to help the homeless get reestablished and become self sufficient.	
Outcomes	Outputs
Help CAPSA and/or Your Community in Unity establish a portfolio of transitional supportive housing for their clients.	Purchase and renovate 15 rental units.
Create a master leasing program by establishing relationships with several landlords or Utah State University to create housing opportunities for youth aging out of foster care and other non-domestic abuse clients.	Create 5 new units of housing through a master leasing program.

Continuum of Care	
BRAG is currently working in conjunction with CAPSA on a pilot project which provides housing assistance and substantial case management to several families who are homeless due to domestic violence. The goal of this project is to establish self sufficiency by providing transitional housing and ensuring that needs of the family are met through individualized case management.	
Outcomes	Outputs
Continue to run the COC housing assistance and case management pilot project at BRAG.	Assist 15 households with COC.
Apply for additional Continuum of Care funds to expand assistance to other homeless populations including those with mental illness, addictions, and those leaving local incarceration (for the above offenses.)	Assist 10 new households with COC.

Permanent Housing Support

Rental Assistance	
The Bear River Housing Authority has 566 rental vouchers with a total of \$2.2 million available annually to qualifying households in the Bear River District. Unfortunately, even at this level, there is a significant waiting period before those in need can get assistance. It should be a priority to reduce the waiting period to less than six months.	
Outcomes	Outputs
Continue to support the Bear River Regional Housing Authority and seize any opportunity which may allow BRAG to increase the number of rental vouchers in the Bear River Region	Provide rent assistance to at least 566 households annually.
	Apply for an increase in Section 8 Housing Vouchers when available.

Supporting Services

Homeless Management Information System	
Implement the Homeless Management Information System (HMIS), where practical, with information and referral, case management, and benefits screening functionality to collect information about the people who become homeless, improve the effectiveness of service delivery, and understand the relationships between service utilization and client outcomes over time. BRAG is currently the only agency within the tri-county area using HMIS.	
Outcomes	Outputs
Implement a region wide HMIS.	Purchase 3 HMIS software licenses for use by agencies and organizations serving the homeless.

Homeless Service Provider Coordination	
There are a large number of federal and state agencies, non-profit organizations, and faith based institutions which provide services to the homeless as well as the low income. These service providers should make a combined effort to make their services more coordinated and easier to navigate.	
Outcomes	Outputs
Establish better case management to help those in need of services finding the resources which are available.	Add case managers to current supply of service providers as appropriate.
Increase the knowledge and use of religious institutions for homeless services.	Refer 15 households to LDS Family Services and for assistance with addictions.
	Refer 15 households to LDS Transient Bishop for financial assistance with education, child care, and other needs.
Improve knowledge of social services available to those being released from jail or prison.	Create a service providers pamphlet for distribution to those leaving local jails.
Increase “wrap around” service providers.	Increase the network of wrap around service providers to include food pantry, faith based organizations, Child and Family Support Center, CAPSA, Dept of Work Force Services, Div of Child and Family Services, BRAG, Bear River Health and Bear River Mental Health, division of Rehabilitation Services

APPENDIX

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